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SNR 2015898  
Bachelor's Thesis



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## Growth, Meaning, and Fulfilment in Dead-end Jobs

A semi-structured interview based inquiry investigating Eudaimonic Well-being and the  
Capability approach among Dead-end Job employees

Liberal Arts and Sciences: Business and Economics

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Tilburg University

10/12/2021

## Acknowledgements

Writing this bachelor's thesis has been proven quite the journey, and in the months that led up to its completion, there are many ways in which people supported me throughout.

Naturally, the first thanks go out to my supervisor, dr. Ellen Dreezens. Whereas in the beginning our collaboration did not seem a good fit on paper, the following months proved to be quite different from expectations for, if I dare say, both parties. Your strict, no-bullshit, yet supportive, method of instructing has allowed me to develop my thoughts out on to paper, and given me the structure I was missing. Thank you for your speedy replies, willingness to listen, and establishment of a working relationship in which my opinions were appreciated as meaningful.

Second, I would like to thank all individuals who helped me secure interviews, or took part as subjects in the study. Where other managers or heads of marketing refrained from replying to my requests, multiple individuals that facilitated this project made time for me, even when this entailed a more hectic work schedule on their part. My work would not have been possible without you, or the volunteers that were willing to talk about their professional life and personal aspirations. Your opinions and conceptions were not only meaningful to this research, but furthermore re-shaped my perception of professional life.

Lastly, I would like to thank my friends and family. In the form of emotional support when necessary, some encouraging words, or simply the willingness to listen to me explain the same concepts time and time again. Special thanks to my father, whose relevant expertise on the topic challenged me to re-evaluate assumptions and theories in the literature, as well as my own. All of you motivated me in unique ways.

## Abstract

The organization of unskilled labour does not follow the established definition of healthy job design, and moreover it is uncertain whether our assumptions on healthy work fit the individuals in this sector. Well-being at work has long been under-researched in the lesser-educated segments of the labour market. This study aims to establish the limiting factor of Dead-end Jobs on the development of employees' Eudaimonic Well-being. Furthermore, this paper seeks to and establish a causal connection between the development of Eudaimonic Well-being and Sustainable Employment. In the context, Dead-end Jobs are defined by four characteristics: A low degree of autonomy, a low degree of task variety, the absence of professional growth, and a low paygrade. Furthermore, Sustainable Employment is based on individuals' appreciation of work values and the possibility of further development thereof.

It is hypothesized that Dead-end Jobs limit the development of Eudaimonic Well-being, whereas Eudaimonic Well-being stimulates Sustainable Employment. The paper evaluates the latter two concepts through a qualitative analysis of semi-structured interviews with individuals employed in a function fitting the criteria of a Dead-end Job, as well as a control group. The results were supportive of the theorized hypotheses, however not conclusive. Social relationships in the work place were ranked a top priority for Dead-end Job employees, whereas the concepts more core to Eudaimonic Well-being, such as growth, development, and the overcoming of challenges at work, held no position in the professional sphere of Dead-end Job employees.

The study suggests that to develop Sustainable Employment more focus should be put on the social environment in which Dead-end Job employees work. Lastly, the assumption of all-fitting, universal job design is flawed, as the interviews clearly revealed different levels of needs and demands between the groups on the concept of work.

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## Introduction

Throughout the 20th century the subject of employee well-being has seen an increase in interest. The paradigm of pure optimization of capitalistic efficiency on the work floor is slowly shifting towards a more humane perspective. In this new setting, the worker is no longer viewed as another part of the machinery that creates revenues, rather a more human and accurate image of the worker that has wants and needs takes centre stage in job design (Karasek & Theorell, 1990; Warr, 1987). The modern regional manager forms lasting relationships with their branches and employs different employees to assist with the various day-to-day problems that arise. The manager is able to thrive and learn, surrounded by colleagues. From the top executives to the workers stocking the trucks in the warehouse, he or she leads a professional life that can be rewarding both socially and personally. For those low-wage workers in the warehouse, professional life is quite different. In these Dead-end Jobs, the working hours are rigid, the worker's comments often fall on deaf ears, and variety of tasks is rare. For some of these workers, labour is seen as a necessary evil to pay the bills, far from the perspective of an enrichment of one's life.

A big part of the working population, more specifically, manual unskilled labour, has remained out of the limelight over the course of the last decades. Existing low-wage focussed research most often constitutes topics such as; the effects of social security; job creation; or the nature of the market, such as discrimination, the change in real wage, and gender differences (Pager, Bonikowski, & Western, 2009; U.S. Department of Health and Human Services, 2000; Fritsch, Verwiebe, Liedl, 2019). Research dedicated towards employee well-being has often been reserved for medium- to higher-educated sectors of employment (Warr & Nielsen, 2018; Baker, Avery, & Crawford, 2007).

### The definition of Well-being

The definition of well-being is victim of a common issue related to the term. Well-being as a concept is hard to define due to its multifaceted nature (Dodge, Daly, Huyton & Sanders, 2012). Multiple papers on the topic result to describing well-being as an umbrella term, in other words, the authors list their own summation of characteristics that make up the meaning of the whole (Schulte & Vainio, 2010; Anttonen & Räsänen, 2009). Furthermore, its definition is dependent on the individual subject and their context (Mäkitalo, 2005; Van der Klink et al, 2016). This paper will therefore employ a definition that is build up out of the different iterations that come forth out of the previously referenced papers.

**Well-being is a concept relative to the individual, which is made up out of social,**

**emotional, cognitive, and physical components that need to be met to fulfil personal needs and wants. In summation these components generate a setting in which an individual is able to realize their goals.**

In short, the emotional component focusses on the affect attributed to their experiences by the individual, or in other words, what feelings are evoked in the individual. This can be both negative and positive emotions, negative naturally harming Well-being, positive vice versa. The cognitive domain focusses on the psychological development of the individual; is the individual able to progress and develop themselves mentally, as well as a sense of learning is key to cognitive Well-being. The social component investigates the relationships an individual is able to take part in, especially meaningful relationships strengthen Social Wellbeing. Lastly, the physical component concerns the physical health of the individual, for example, is an employee in contact with chemical toxins that can harm the body and lower physical Well-being.

These four components are reduced to three in Fisher's (2014) work on the topic. Fisher introduces the names Social Well-being, Subjective Well-being, and Eudaimonic Well-being. Physical Well-being is not considered under Fisher's work, as the focus lies on the mental aspect of work, which constitutes the three aforementioned concepts. Social Well-being remains, whereas Eudaimonic Well-being entails that of the cognitive component, and lastly Subjective Well-being covers the emotional aspect.

### Sustainable Employment

As the workforce ages, it is important that workers from every job sector are able to last until their pension, if not, social welfare costs will skyrocket (Pakulski, 2016). A closer inspection of what aspects of labour can be altered to allow employees to remain employed and healthy is therefore essential, especially in Dead-end Jobs. The 2016 article by Van der Klink establishes what the requirements for sustainable employment are. Historically, only one benefit of work was considered: income. In line with Self Determination Theory and the three critical psychological states of the Job Characteristics model, Van der Klink quotes seven work values that are both personal benefits and form a base for sustainable employment, these are as follows: the use of knowledge and skills, the development of knowledge and skills, involvement in important decisions, building and maintaining valuable contacts at work, setting own goals, having a good income, and contributing to something valuable. Developing a value such as the involvement in important decisions is related to increased levels of Well-being, however this does not necessarily equate the development of sustainable employment (Van der Klink et al, 2016). The values employed by Van der Klink are aligned with the themes central to modern job design, however not every job is modelled in the most desirable manner.

### Job design in low-wage jobs

Job design models partially aim to create jobs in concordance with the aforementioned understanding of well-being in mind. Typically, a desired good work environment constitutes the following: the presence of valuable social contacts (support and feedback), variation of tasks, opportunities to improve oneself and learn, and personal control or autonomy (Peeters, de Jonge, & Taris, 2013). While a certain amount of low wage jobs is in fact purposefully modelled, the leading criterion in these fields of work often is efficiency, which leaves little regard for human well-being (Bernhardt, 1999; *Income Inequality Crisis in America*, 2021). In the bottom sector of the labour market, the outdated concept of lazy and ignorant workers that originally formed the basis for job design has unfortunately not departed, and thus the consensus is to keep labour simplified and standardized (Taylor, 2020). This does raise the question of whether these jobs are inherently flawed or are an example of mismanagement. To investigate this notion, a definition of the typical job in question needs to be established.

### Defining Dead-end Jobs

Dead-end Jobs are a topic discussed throughout sociology and economics from the late twentieth century onwards. An in-depth attempt to define Dead-end Jobs was published in 2004, this paper created a narrowed down version of the common denominator throughout existing literature on the subject as its definition. Dead-end Jobs would be defined as “*jobs with a low degree of career opportunities*” (Bihagen & Ohls, 2004). Referenced by Bihagen and Ohls, Melamed (1995) highlights the effects of low task variety, and its negative outcomes on job satisfaction. Goldthorpe (2000), writes, although in different terminology, how Dead-end Jobs are easy to monitor and therefore do not enjoy autonomy.

In summation, this definition by Bihagen & Ohls includes one aspect and is therefore too broad to accurately describe the sample group that this paper aims to investigate. Therefore, this paper employs a modified definition that combines the aforementioned authors’ considerations on the topic, which is a more accurate description of the target population. **A job can be defined as ‘Dead-end Job’ if it has a low wage, holds a low amount of autonomy, a low chance for professional growth, and a low degree of task variety.** The decision for this distinction is derived from the nature of the jobs in questions, these do not only limit professional growth, rather they hinder personal development of the individual as well.

### Behind the definition of Dead-end Jobs

The jobs considered in this paper are not only limited in their career prospects, an absence of commonly considered positive characteristics in the labour itself is included in the definition. The aforementioned characteristics (a low degree of autonomy, a low chance for self-growth, and low

task variety) are chosen as they directly contradict the basics of job design (Hackman & Oldham, 1980); yet these characteristics are inherently part of the job when combined with the notion of efficiency. As a result, and according to the established philosophy of job design, these jobs are not sustainable and, more pressingly, harmful in the long run (Peeters, de Jonge & Taris, 2013).

The nature of these jobs from an outside perspective, appears to leave little room for psychological development, such as learning new skills, which constitutes part of an employee's well-being. Thus, are the employees populating these jobs unable to reach a state of well-being and therefore future victims of burnout or boredom? More generally: Do dead-jobs result in low Eudaimonic well-being, and does Eudaimonic well-being lead to sustainable employment? (As seen in the Problem Statement, Figure 1)

### **Problem Statement**

To scratch the surface of well-being among low-wage laborers, explorative research is needed. Previous research in job design has identified what components build up a job setting in which the employee becomes engaged and experiences a state of well-being. The majority of this research is not only conducted in medium to higher level labour, but its application is also focussed on these two sectors too. The concept of job design and job crafting implicitly require the job to be able to be reshaped, while this is possible for the upper sectors, low level jobs are more rigid in their nature. Dead-end Jobs especially, are bound by their nature; a warehouse employee will always need to pick an order, and this needs to be done according to the instructed guidelines to ensure punctuality. Growth within the organization is generally bound to academic achievements, limiting the possibility to grow past warehouse manager. These unfavourable characteristics all form a part of one of Fisher's three components of well-being, namely Eudaimonic well-being (Fisher, 2014). Therefore, this paper aims to investigate the following query, which serves as research question:

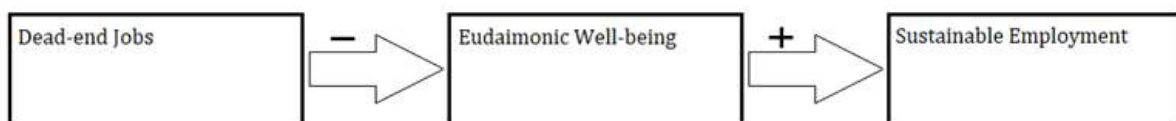


Figure 1.

### Research Question

**Do Dead-end Jobs limit Eudaimonic well-being, and does Eudaimonic well-being lead to sustainable employment?**

The model required to investigate this aforementioned research question is therefore based on three concepts, which are connected through two components, as seen in Figure 1 above. The hypotheses resulting from the model are as follows:

H<sub>1</sub>: Dead-end Jobs hinder the development of Eudaimonic well-being.

H<sub>2</sub>: Eudaimonic well-being stimulates the development of Sustainable Employment.

## **Relevance**

The research on well-being among low wage workers and the low-wage work environment is historically underdeveloped. Luckily, the topic of well-being has moved closer towards the spotlight in recent years (Health Foundation, 2020). The knowledge developed on modern job design assumes the possibility of altering characteristics of a job, however this is often not possible in dead jobs. These models furthermore contain the assumption that these job design truths are applicable across the board, however evidence supporting this is scarce. Investigating what areas of well-being are important to low-wage employees could therefore grant better insights towards the needs and wants within the sector.

### Knowledge gap in low-wage labour focussed research

Research concerning well-being in low-wage jobs predominantly takes the form of physical health risks on the work floor. Exposure to toxic substances, the effects of safety work climate, and the consequences of various working conditions on the human body are topics that have been explored in detail, yet information on well-being always concerns the negative aspects of work (Harris, Huang, Hannon & Williams, 2011; Osterman, 2008). Scientific literature on nurses containing the term 'stress' outnumber papers with containing the term 'well-being' and nurse more than tenfold on Google Scholar. This global blindness towards the concept of a happy low-level sector is baffling, especially as here in the Netherlands, the company Koninklijke Philips N.V. proved the worth of well-being among low-level employees in the early 20<sup>th</sup> century (Vriend, 2962; Otten & Klijn, 1991). Philips' invested in their workers' well-being by building a complete neighbourhood, developing pension and health funds, and a sports club that thrives to this day. All these developments, which arguably should have been a government duty, have contributed to societal development and the company's lasting survival of over a hundred years.

### The opportunities of low-wage labour

On a social level, low level jobs are generally viewed as unfavourable at best. Our society encourages young people to develop themselves towards their maximal potential. This leads to the consensus

that low level jobs are bad, and in practice this is true. The worst working conditions are in the lower sector of employment. Instead of looking down on the sector, resources could be invested into improving these jobs, which could mean great things for the social welfare of the workers that inhabit this sector. Poor working conditions are part of the low socio-economic experience, adding weight to the shackles of individuals stuck in this disadvantaged situation. A better understanding of how to empower these employees on the work floor could alleviate part of the stress that is built up there. To conclude, the bottom part of the labour market equates that in the society, however this segment of the population is also the foundation, and any great structure requires a strong foundation.

## Literature Review

### **Dead-end Jobs**

As described in the introduction, Dead-end Jobs were defined as any “*jobs with a low degree of career opportunities*” in a paper that attempted to define the concept (Bihagen & Ohls, 2004). In this paper the broad definition is refined to more accurately grasp the subject matter. Therefore, this paper aims to establish a new definition that considers the multi-faceted nature of work. True Dead-end Jobs are not only limiting the worker’s chances to progress past their current function, nor are they merely low paying, or lacking benefits. These jobs lack the characteristics that are required for sustainable work following the established concepts of job design. The ultimate parameters of Dead-end Jobs from which this paper will derive its conclusions include Kanter’s views (1977), as well as those of Kalleberg, Reskin, and Hudson (2000). A job is to be considered as dead-end when it holds the following characteristics: **low pay, low task variance, low autonomy, low career opportunities.**

The concept of Dead-end Jobs was first introduced, although not by name, in the 1977 paper “Men and Women of The Corporation” (Kanter, 1977). Kanter describes “*invisible jobs*” which hold the characteristics of low-opportunity/low-power within a company, she argues that a rise in productivity will follow as the barriers between departments, occupations, and ranks dissolve. This is argued to be the result from the shift to a broader approach to problems presented on the work floor, alongside a greater utilization of employees’ capabilities. The single, centred decision-making boss is an outdated one, and through task forces and problem-solving teams, the potential of individuals in invisible jobs is more likely to be recognized. Theoretically Kanter argues that professional status leaves its centre stage appearance whilst individual quality of work is more likely to be rewarded. Unfortunately, this alteration in management or corporate government has not spread throughout all sectors of employment.

Kanter describes a job setting in which there are few prospects for professional advancement in the future. Dead-end Jobs in her description do not take other job characteristics into consideration. An American study on non-standard jobs, investigates the relationship between these non-standard jobs and bad job characteristics. Temporary-help, day labour, independent contracting and similar forms of employment constitute non-standard employment. Within this setting, the prevalence of three characteristics defines a non-standard job as a bad one. Low pay, alongside the lack of access to health insurance or pension, instead of low professional prospects are viewed as the indicator of a harmful work environment (Kalleberg, Reskin & Hudson, 2000). The focus in this paradigm has shifted towards a more health- and securities-based approach, although the requirements for employee health are very basic.

Where Kanter argues for Dead-end Jobs to be defined by their lack of professional growth

and decision latitude. Kalleberg, Reskin, and Hudson take a perspective more based on health and securities. The issue that remains is that any form of psychological well-being or growth are still not included in the definition. A Dead-end Job in this paper is defined by the hindrances it creates for the employee; the wage is bad, the work is monotone, the worker has a low decision latitude, and lastly: progression is near impossible.

## **Well-being**

The introduction introduced Fisher's (2014) definition of Well-being, which contained the Social, Subjective, and Eudaimonic components. This three-aspect approach to the topic has come forth out of previously established literature. To understand the underlying motivations for this distinction, the history of Well-being as a concept requires attention.

### Models of Well-being throughout time

The secret of what aspects of life lead to a fulfilling one have been a topic of discussion since the time of Greek philosophy. The earliest works do not focus on a subjectively enjoyable life, rather an individual should derive fulfilment from *doing the right thing*. Virtue Ethics state that one should strive to live a completely virtuous life, and that achieving this would allow an individual to flourish to their fullest capabilities. Aristotle names this attainment of a virtuous life "*achieving eudaimonia*" (Hursthouse & Pettigrove, 2003).

Multiple millennia later the concept of Self Determination Theory is developed, while it is a new guide for a fulfilling life, the theory does not argue for a virtuous life. Self Determination Theory's guidelines for a successful life come in the form of three psychological needs: the need for autonomy, which entails the ability to self-govern and think for oneself; competence, which is defined as the experience of delivering effective work; and third, relatedness, which revolves around the need for meaningful interactions and relationships with others (Deci & Ryan, 1985; Ryan & Deci, 2006; Niemiec & Ryan, 2009; Ryan & Deci, 2000). This study of well-being in life was long a topic of interest for psychologists and philosophers yet saw little application in other spheres of society. This changed in the early twentieth century when Hackman and Oldham designed their influential model of job design: The Job Characteristics Model.

This model names three critical psychological states in labour that result in positive outcomes for both employer and employee. These three states are Experienced meaningfulness of work, Experienced responsibility for work outcomes, and Knowledge of results of work activities (Hackman & Oldham, 1980). While the absence of a clear social component is evident, the three critical psychological states are closely related to the three needs of Self Determination Theory. Upon investigation Competence relates to the Knowledge aspect, while Autonomy is linked with Experienced responsibility. Though it is less obvious as the previous, the experience of

meaningfulness in one's work often comes forth out of seeing how a job results in being helpful to others, which relates to connectedness. Relatedness as a component of Self Determination Theory is defined as the '*will to interact with, be connected to, and experience caring for others*' (Baumeister & Leary, 1995), in other words, these two last components of the different models share the same meaning on a more basic level. In summation, we find the universality of these three core concepts, they apply to both professional and personal- life.

### The three conceptual levels of Well-being

A job's environment and characteristics may not change in essence, but the experience of this job may very well differ from person to person. The 2014 paper by Fisher names three different components of well-being that orchestrate the whole of well-being on the job (2014).

Subjective well-being is personal to the employee, the component is measured in job satisfaction, the presence of positive work attitudes and other positive or negative affect. In short, the component entails employees' personal conceptions on their work environment.

The second component is coined Eudaimonic well-being, measured in, for example; intrinsic motivation; engagement; and growth, the component evaluates whether the employee's job matches their ambitions, or is able to allow an employee to reach them.

Lastly, social well-being completes the trio of components. This component views whether the employee has, or can develop meaningful social connections on the job, with clients, peers, and different ranking colleagues within the work environment.

A summary in the original author's words reads as follows: "(the social aspect) *complement(s) the hedonic (synonym of subjective) aspect of inner pleasure and the eudaimonic aspect of inner growth, autonomy, and self realization*" (Fisher, 2014). Historically, the focus of Well-being was of a subjective nature, based on the emotional affect experienced by the individual. Self Determination Theory takes an approach to well-being that utilizes the concept of eudaimonia; Well-being is not merely captured by happiness, rather it considers humans to have an inherent need for development and psychological growth (Ryan, 2009).

### Subjective Well-being

Most literature raises questions along the lines of: 'Does employee X enjoy doing their job at company Y?' Most of the research into Subjective well-being follows this general tone, or in other words it evaluates whether people experience emotionally rewarding work (Hoppock, 1935; Judge & Klinger, 2008). Organizational Commitment, Job Satisfaction and Affect are the centrepieces of Subjective well-being (Fisher, 2014; Diener, 1984). These three aspects are investigated by use of the following questions respectively: to what extent an employee identifies with the organization he or she is a part of; the feelings, beliefs, and attitudes an employee has towards their job; what

temporary or passive moods and/or emotions does an employee experience on the work floor (Fisher, 2014; Aziri, 2011).

### Social Well-being

Over the last two decades interest in Social well-being has resurfaced as a result from Ragins and Dutton's critique on organizational scholars disregarding the importance of Social well-being and relationships on the job, as these are considered vital in everyday life (2007; Rath & Harter, 2010). Social well-being, unlike Eudaimonic well-being and Subjective well-being, is least focussed on the self, rather the focus lies on the individual's interaction with their environment (Keyes, 1998). Qualitative social connections, such as a best friend at work or a listening ear in harder times, have been proven to generate energy and increase well-being for individuals on the job (Dutton & Heaphy, 2003). A social climate at work based on trust and respect supports the creation of an environment in which employees can thrive (Spreitzer et al, 2005). Meaningful social interactions with customers, or other individuals not directly connected to the employing organization, have also been suggested to increase Social well-being (Thin, 2021).

The focus of this paper, however, is not on Social well-being or Subjective well-being, rather this paper investigates the nature of the third component of well-being, Eudaimonic well-being. While Eudaimonic well-being and the other two types of well-being share related outcomes, the difference in origin is evident. A clear example of this would be that although self-development is part of Eudaimonic well-being, it grants gratification and therefore improves one's mood. An improvement of mood would fall into an affective category, and therefore cross over into the domain of Subjective well-being. In more global reasoning, the tasks that are beneficial to one's development will naturally also cause the individual to experience positive emotions (Steyer, Kashdan, & Oishi, 2008). This makes the distinction between Subjective well-being) and Eudaimonic well-being hard, however Subjective well-being can be achieved without the presence of Eudaimonic well-being, indicating a difference in origin, and thus separating the concepts (Waterman, 2008).

### Eudaimonic Well-being

In essence Eudaimonic well-being can be considered as the measure for personal development, and one's ability to thrive psychologically in life, or in the current setting of work. Subjective well-being can be both the result and the cause of Eudaimonic well-being, however as aforementioned these domains are separate. Eudaimonic well-being focussed approaches aim to satisfy the needs for relatedness, autonomy, self-acceptance, and competence (Fisher, 2014). These are concepts that require satisfaction, and to get there, an individual following the eudaimonic approach should focus on purpose, meaning, growth, virtues, the pursuit of goals important to the individual, and self-actualization (Fisher, 2014; Warr, 2007).

The term of eudaimonia is as old as democracy, by its etymology, the word is built up out of two: 'eu', meaning well or good, and 'daimōn', which is translated as spirit. Eudaimonic well-being covers the domain of a person's 'flourishing', which entails positive developments in psychological functioning (Keyes, 2002). A 2008 paper, doubles down on the non-emotive scope of Eudaimonic well-being, stating that every part of well-being that cannot be considered affective falls within the eudaimonic category (Kashdan, Biswas-Diener, & King, 2008).

When relating the meaning of Eudaimonic well-being to psychological well-being, the conceptualization of psychological well-being should thus align with that of Eudaimonic well-being. In literature on matching these two concepts, six dimensions of the psychological well-being were constructed (Ryff & Singer, 2008). These dimensions: Purpose in life, an individual sense of direction and intention; Positive relations with others, relationships that harbour love, empathy, and affection; Personal growth, a dynamic process of self-actualization and personal development; Autonomy, the ability and freedom to rely on internal evaluation and decision making; Environmental mastery, the ability to find or shape an environment that suits one's personal ability and goals; and Self-acceptance, long term acceptance of the self and recognition of own strengths and weaknesses. While personal growth is closest to Aristotle's definition of eudaimonia, all the aforementioned components of psychological well-being lack an affective component at their core, and therefore meet the requirement to be a part of Eudaimonic well-being.

Eudaimonic well-being is important because it allows for personal development and thus for the individual to further themselves in both personal and professional context. A flourishing or thriving individual, in other words an individual in an eudaimonic state, shows good health, improved life satisfaction, and increased self-efficacy in the personal domain. Whereas in the work domain an individual shows increased skills at work, competency at work, increased perceived recognition at work, and higher levels of motivation (Ryff & Singer, 2008; Waterman et al, 2010).

#### Eudaimonic Well-being at work

While Ryff & Singer (2008) developed an assessment tool for Eudaimonic well-being, this format is not applicable for rating Eudaimonic well-being related to work. Therefore, Watanabe et al (2020) compiled a new assessment tool which drew from eight existing separate tools of measurement, named Tokyo Occupational Mental Health well-being scale (TOMH). These previously established tools were utilized in investigating Ryff's conceptualization of psychological well-being and other work-related outcomes associated with Eudaimonic well-being. As a result, eight aspects of Eudaimonic well-being at work were developed, of which many relate to Ryff & Singer's concepts, although some are exclusive to a work setting.

<b>Eudaimonic WB at work eight aspects (Tokyo Occupational Mental Health)</b>	<b>Altered from the original by:</b>	<b>Origin</b>
<b>Relationship</b>	-	Positive Relationships at work (Ryff & Singer's Concepts)
<b>Autonomy</b>	-	Autonomy (Ryff & Singer's Concepts)
<b>Personal Development</b>	More work Oriented Version	Personal Development (Ryff & Singer's Concepts)
<b>Role- Oriented future prospects</b>	Includes career development	Self-realization and purpose (Ryff & Singer's Concepts)
<b>Occupational Self-esteem</b>	Includes Mastery and Optimism	Self-Acceptance (Ryff & Singer's Concepts) AND Self-Acceptance And Mastery (Self-Determination Theory) AND Optimism is an affective aspect (relates to Subjective Well-being in Optimism)
<b>Role-oriented positive perception</b>	Meaningful and adequately challenging work	Engagement (Organizational Outcome)
<b>Meaningful work</b>	-	Individual personal importance as well as appreciation by others
<b>Negative Schema</b>	-	Absence of Negative thinking or negative accreditation of events

Table 1. (Tokyo Occupational Mental Health's Aspects of Eudaimonic Well-being and their origins.)

First off, Relationship and Autonomy, simply equate the Positive Relationships at work and Autonomy of Ryff's concepts. Personal Development shares its name with Ryff's concept, although in practice this new adaptation is more work-oriented. Role-oriented future prospects is a newly adapted form that takes parts of self-realization and purpose, while including the importance of career development. Occupational Self-esteem is similarly related to self-acceptance, although it includes the concept of mastery and optimism. The first of these two in line with SDT, the latter leans a little towards the affective side of well-being.

The last three factors measured by the TOMH are more exclusive to the work setting. Role-oriented positive perception is indicative of meaningful and adequately challenging work, which revolves around the organizational outcome of engagement. The seventh factor measured is named Meaningful work, which establishes whether or not an employee experiences a sense of personal importance in his place of work. The final of eight concepts is Negative schema, which investigates the absence of negative cognition in work context, instead of investigating the presence of positive

cognition. While this factor proved most indicative of Eudaimonic well-being in Watanabe's study (2020), it has been suggested to be reserved for the collectivist setting the sample was from.

In conclusion this new questionnaire was compiled out of the previous tools that partially investigated Eudaimonic well-being. Through re-adjusting and reformatting the various items into a twenty-four-question survey, this tool is the most complete to investigate Eudaimonic well-being at work.

### **Dead-end Jobs lead to a decrease in Eudaimonic Well-being**

The argument for the relationship between Dead-end Jobs and Eudaimonic well-being lies in the characteristics Dead-end Jobs have, as aforementioned, the four defining characteristics of Dead-end Jobs are: low pay, low task variance, low autonomy, and low career opportunities. Arguably, low pay is least related to well-being overall. Following the reasoning of Kashdan, Biswas-Diener, & King (2008), low pay is not an affective quality of well-being, and therefore should be considered part of Eudaimonic well-being. Nevertheless, a counter argument is to be made, while low pay is an important characteristic of Dead-end Jobs, as it is a common denominator, it does not inherently possess any qualities related to well-being overall. Therefore, the concept of low pay is unrelated to Eudaimonic well-being, and will not serve as an argument in the relationship between Eudaimonic well-being and Dead-end Jobs.

The effects of low career opportunities on Eudaimonic well-being are more distinct. As Eudaimonic well-being is a measure of personal development, we find that Dead-end Jobs' characteristic of low career opportunities directly contradicts personal development. When Kanter revisited her work in 1987, her review evaluated the changes in management throughout the last ten years and proclaimed the following: *"Now it is easier for competence to prevail over status, and for people in otherwise invisible jobs to stretch and show off their skills."* (Kanter, 1987).

Competence, closely related to environmental mastery (Bélanger et al, 2019; Ryan & Deci, 1985), and acknowledgement of mastery by others are indicative of an individual's chances of advancing in the professional sphere. Kanter in this light argues how the changes in corporate behaviour, namely the shift towards a group oriented- instead of centralised decision making, have led to greater chance for employees to develop. This development however is limited to the corporate sector, in the domain of low-wage labour this shift has not occurred. As a result, the low presence of environmental mastery still hinders the psychological development, and thus Eudaimonic well-being, of employees stuck in Dead-end Jobs.

Like environmental mastery, another one of the six dimensions of psychological well-being established by Ryff & Singer (2008), suffers under Dead-end Jobs for the same reasons. This dimension, named Personal growth, is hindered due to the lack of a stimulating environment at

work. Dead-end Jobs do not provide room for an individual to develop themselves, as tasks are repetitive, and the opportunities for progression in a worker's career are scarce. If there is no room to grow, an individual simply cannot develop themselves further, therefore there is reason to believe that Dead-end Jobs can be causally defined as a limiting factor on personal growth.

This holds true for autonomy, yet another dimension of Eudaimonic well-being, which is also listed as a dimension of psychological well-being. The mechanisation of jobs that takes place in Dead-end Jobs diminishes the room for autonomous employees. This is evident in jobs such as warehouse employees or cashiers, both follow strict time schedules and have little to no influence on altering these schedules. Strict time schedules, pre-established procedures, and little room for employee feedback all serve as limiting factors of autonomy (Bernhardt, 1999; *Income Inequality Crisis in America, 2021*), and thus fulfil this role for Eudaimonic well-being too.

Lastly low task variance is likely to affect Eudaimonic well-being in its own regard. The concept of low task variance would form a basis for mastery, as repetition and specialization result in mastery of the specific task. These tasks, however, are of low skill levels. The fulfilment received from mastery is dependent on the difficulty of the task, wherein the most optimal challenging tasks provide the most gratification, experienced mastery is likely to be of low value where tasks are of a low difficulty (Harter, 1974; Hernandez Lallement et al, 2014). Furthermore, low task variance in a setting that is both low on psychological demands and low on autonomy, has been shown to lead to boredom following the model of Karasek and Theorell (1990). A bored worker is associated with numerous undesirable organizational outcomes, and could be considered the opposite of a thriving individual (Peeters, de Jonge, & Taris, 2013).

The purpose component of Eudaimonic well-being is under fire too, many Dead-end Jobs are likely to be replaced by machines in the near future; cash registers in the Netherlands are slowly replaced by automated touch screens, and mechanized warehouses are no longer a thing of the future. Individual people are no longer necessary for the job to function, they are merely cheaper, and thus employed. This mechanization of people leads to repetitive tasks that do not warrant a sense of purpose.

### Overlapping territory

While Dead-end Jobs and Eudaimonic well-being are inherently different things, it is important to note that for Dead-end Jobs there are pre-requisites that make up part of Eudaimonic well-being. The established definition of Dead-end Jobs includes the characteristics of low Autonomy and a low chance for Professional growth.

Autonomy is a key characteristic of Eudaimonic well-being, therefore the investigation into the effect of Dead-end Jobs on Eudaimonic well-being is, by definition, very likely to show a lower

degree of autonomy, and thus lower Eudaimonic well-being. If this is not the case, the requirements in the definition of Dead-end Jobs are misaligned.

Similarly, a low chance for professional growth is similar to the characteristic of personal development within Eudaimonic well-being. In a more specific setting, namely that of Eudaimonic well-being at work, we find these concepts to overlap even more. The Tokyo Occupational Mental Health well-being scale, the form of measurement employed to investigate Eudaimonic well-being at work, employs both the concepts of 'Personal growth and Development' and 'Role-oriented future prospects' (Watanabe et al, 2020). These are both partially indicative of professional growth, and therefore are likely to harbour the effects of Dead-end Jobs on professional growth.

While it is important to acknowledge this overlap, it does not entail that all Dead-end Jobs are by definition unable to generate a level of Eudaimonic well-being. Therefore, this investigation into the relationship between will take into consideration the overlapping constructs, while exploring the possibility of a buffer in the form of the other components of Eudaimonic well-being. Furthermore, the possibility remains that an individual working within a Dead-end Job does not experience it as such, and thus the current perception of what these jobs are like for the worker is inaccurate and requires alteration.

In summation, the existing literature provides a clear basis for the theory that Dead-end Jobs have numerous characteristics that limit the essential aspects required to generate Eudaimonic well-being. With the acknowledgement of overlapping constructs, there remains room for a possible buffering effect by the remaining characteristics of Eudaimonic well-being, which therefore requires investigation.

### **Sustainable Employment**

Sustainable employment is based not only on the employability of an individual, rather it takes the individual's personal psychological needs and wants into consideration, and only when these personal values can be realised within a work setting, the job is sustainable. This definition is derived from Van der Klink's work on conceptualizing and defining sustainable employability, and is part of a new paradigm of work. He quotes writer Jonahtan Holslag (2014), stating: "*Work has become trivial and unattractive for many people in modern societies*". Under the new paradigm work should be reconsidered as a fulfilling and rewarding aspect of life, contrary to the necessary evil it is now considered for many.

Sustainable Employment has not been around for more than a quarter century, however the idea behind this term has been around in job design and work psychology since the mid twentieth century. Karasek (1979) developed a, in hindsight highly influential, job design model as an effort to identify and decrease the stressors that caused cardiovascular disease on the job. This was one of

the first attempts to generate a work environment that actively took employee well-being as a centrepiece, albeit physical. While this was essential to the development in the field, it remains far removed from the definition central to this paper. Concepts that are of high importance now, were not part of the equation forty years ago. The modern adaptation by Van der Klink (2016) has the following three concepts at its core: employability, sustainability, and values.

To define Sustainable Employment, the term employability needs clarification first. Various approaches to defining employability have surfaced throughout the literature, most notably Hillage & Pollard's (1998), who established the first concrete and centralised definition. Employability according to these authors entailed an individual's chances and opportunities to attain and hold any form of employment. As to be derived from this definition, and commonly argued throughout the literature, the employability of an individual is dependent on the environment they are in (Williams, Dodd, Steele, & Randall, 2016). Simply put, an art graduate will hold a lower level of employability in an economically disadvantaged country compared to a wealthy country. Harvey (2001), an author on the topic of quality of education, stresses a common issue in definitions of employability. He argues how employability measures often investigate an individual's chance to obtain a job, rather than the individual's level of being equipped to carry it out. Van der Klink does not directly incorporate this notion; however, it is reworked into his capability approach, which is to be discussed later.

Sustainability, the other side of the coin that makes sustainable employment, is concerned with the nature of the work, rather than the attainment of it. Sustainability, in relation to the concepts at hand, is derived from whether or not a certain job harbours additional valued work outcomes than just income (Van der Klink et al, 2016). For example, a pizza delivery driver might merely enjoy the salary of their job, however a driver delivering medicine to the sick is more likely to see the worth their job provides for others in addition to their salary. The sustainability thus comes forth out of present work values for employees that are translated into the capability and willingness of employees to continue their job. What work values are indicative of a prolonged career are dependent on the employee themselves, and the work environment an employee is present in.

### The Capability Approach

The values are, as aforementioned in the introduction: the use of knowledge and skills, the development of knowledge and skills, involvement in important decisions, building and maintaining valuable contacts at work, setting own goals, having a good income, and contributing to something valuable. Their importance varies based on an individual's accreditation. The values in this 'Capability approach', turn into capabilities for the worker once; 1) it is an important value for this worker in their particular work situation; 2) the worker is enabled by the work setting; and 3) the individual is able to achieve the value (Van der Klink et al, 2016). Only when a value can translate

into a capability, it's worth becomes evident. Present capabilities lead to sustainability, paired with a physically healthy work environment, the job can be considered sustainable employment. This method is unique as it allows individuals to voice their personal needs on the job, which in the future can entail more efficient distribution of resources among employees.

### **Eudaimonic Well-being stimulates Sustainable Employment**

As established in the previous paragraph, Sustainable Employment is realized when values that are important to the individual worker are able to be satisfied and developed on the job. Eudaimonic well-being is present when the worker is able to 'flourish', this entails that the worker is able to develop themselves psychologically and invest their resources in what provides personal meaning. This aspect of developing what is important to the individual is present in both Van der Klink's and Fisher's work (2016; 2014). It is important to note that Sustainable Employment encompasses the greater scope of well-being, and is not merely limited to Eudaimonic well-being. Eudaimonic well-being is derived from a more virtuous standpoint, psychological development does not entail the same process for any individual, therefore there is an argument for Eudaimonic well-being development to be nonspecific. Nevertheless, Eudaimonic well-being does relate to the individual; as what can be achieved from an eudaimonic perspective is dependent on the position a worker is in. The importance of what values are important to the individual thus becomes central to the discussion. Following the method of Van der Klink (2016), the argument is derived from the notion that every individual accredits psychological development, or Eudaimonic well-being, to a minimum degree of importance.

Meaning, purpose, and growth, three focus points of eudaimonia (Fisher, 2014; Warr, 2007), all fall under the umbrella of personal psychological needs that need to be met on the work floor for employment to become sustainable. These three terms more importantly all generate an outcome of personal value. Van der Klink et al write the following on requirements for Sustainable Employment: "*work that is valuable for the worker and valued by the work context*" (2016), Eudaimonic well-being and Sustainable Employment thus share the same basis for development.

Most importantly, Warr and Fisher both state that the pursuit of self-concordant goals, meaning goals that are aligned with an individual's personal desires, is essential to the development of Eudaimonic well-being (2007; 2014). The specificity of self-concordant goals is exactly what Van der Klink et al's capability approach is based on (2016), the focus of Sustainable Employment is derived from what aspects of work are important to the worker, and so is the development of Eudaimonic well-being. This paper therefore argues that in the development of Eudaimonic well-being, important steps towards Sustainable Employment are made, and a causal connection is likely.

## Methods

### **Sample**

The sample required to investigate the relationship between Dead-end Jobs and Eudaimonic well-being, as well as the relationship between Eudaimonic well-being and Sustainable Employment, is generated through a stratified random sample. This sample consists of twenty participants employed in four varying sectors in the Netherlands. For each of these four sectors, five employees serve as the sample per category. Out of the four groups, one half consists of two groups of employees in positions that are to be described as Dead-end Jobs, namely cashiers and warehouse employees. The second half consists of two groups that serve as controls, one of these groups contains employees employed at a run-of-the-mill office job, whereas the other is employed at varying trade jobs. This distribution is portrayed in the table below.

<b>Dead-end Jobs</b>	<b>Control Groups</b>
5 Cashiers	5 Office employees
5 Warehouse employees	5 Varying trade employees

### Selection Procedure

The subjects in all four samples are required to be employed for over one year in their current position, this is done to ensure the employee is committed to the job. An employee that has been merely working for a month at their current position, cannot be considered stuck in a Dead-end Job. Furthermore, the Dead-end Jobs employees are required to lack the possibility of a promotion in the near future, this measure is taken to ensure the integrity of the definition of Dead-end Jobs. All participants are required to be solely active in the position in question, non-students, and of a minimum age of twenty-one. This is done to exclude fresh out of school employees, as these could be merely working for a gap year. The samples are collected via in-person requests at the varying company locations in the Netherlands.

### **Control variables**

All subjects within the samples used are evaluated along a series of demographic variables, these are as follows: sex, age, length of employment, and working hours.

### Procedure

The data used is gathered through semi-structured in-person interviews, see appendix (4) for the interview guide. Upon meeting the subjects in person, the interviewer first introduces themselves, whereafter the subjects are casually informed about the topic at hand. After a brief discussion of

Dead-end Jobs, the different forms of well-being, and Sustainable Employment, the interviewer asks the subjects whether they consider themselves to be in a Dead-end Job. Hereafter the rest of the interview is conducted, this is done via key questions, as well as the room for the subjects to elaborate on their own words. This more in-depth conversational approach is deemed more appropriate as the subject's perception of their own job is equally as important as an objective evaluation of the situation they are in. No fixed time limit is enforced, however to avoid the loss of focus, no interview is to be longer than an hour. At the end of the interview all participants are thanked and asked whether they would like to receive the transcript of their interview and/or the final version of the thesis via email.

### Measures

Following the introduction, the subjects are informed on the topic of Dead-end Jobs. The subjects are given a description of what a Dead-end Job entails, after which they are asked whether or not they would consider their own job to be a Dead-end Job. This is followed by the inquiry as to what the subject would consider to be indicative of a Dead-end Job themselves, and their personal reasoning behind why they are or are not an employee within a Dead-end Job.

### **Assessing Eudaimonic well-being**

To accurately assess the relationship between Eudaimonic well-being and Dead-end Jobs, the interview is conducted following the factors employed by the Tokyo Occupational Mental Health well-being scale. These eight factors contain a set of components indicative of Eudaimonic well-being, these, as aforementioned, are: Role-oriented future prospects, Autonomy, Role-oriented positive perception, Personal growth and development, Negative schema, Occupational Self-esteem, Relationship, and Meaningful work (Watanabe et al, 2020). These eight factors each have three items in the official survey. These items were evaluated and re-written into more easily digestible Dutch statements. Subjects are given a piece of paper containing the various statements, whereafter the subject and interviewer discuss the nuances of the subject's opinion on the statement. While the interview is semi-structured, each of the following questions is asked to ensure complete coverage of the subject matter. For every aspect of Eudaimonic well-being at work: 1) "Do you agree with the statement? 2) Why do you agree/disagree? And 3) When at work do you experience this?". An example of the rewriting of items into Dutch statements is demonstrated in the table 2 below.

Aspect	Item(s) (Watanabe et al, 2019)	Translated Statements
<b>Role Oriented Future prospects</b>	In my working life, I feel I am making progress towards accomplishing my goals. In my working life, I enjoy making plans for the future and working to make them a reality. In my working life, I feel that the future looks good for me.	Op het werk, werk ik aan mijn toekomst. Ik maak plannen voor de toekomst en vind het leuk hier energie in te steken. Ik heb het gevoel dat mijn toekomst er in deze baan goed uit ziet.
<b>Autonomy</b>	In my working life, I am not afraid to voice my opinions even when they are in opposition to the opinions of other people. In my working life, I have confidence in my opinions, even if they are contrary to the general consensus.	Op mijn werk vertel ik anderen wat mijn mening is, ook als die anders is dan die van mijn collega's. Ik kan in mijn baan zelf bepalen op welke manier ik mijn werk doe. Ik mag in mijn baan mijn eigen mening hebben, en kan voor mijzelf denken binnen mijn baan.
<b>Role-oriented positive perception</b>	In my working life, I feel challenged. I am proud of my working life. In my working life I enjoy what I do.	Ik vind mijn werk niet saai, er zit voldoende uitdaging in. Op mijn werk kan ik genoeg doen wat mij gelukkig maakt. Ik ben trots op mijn baan en het werk dat ik doe.
<b>Personal growth and development</b>	In my working life, I have the sense that I have developed a lot over time. In my working life, I am generally motivated to continue, even when things get difficult.	Ik leer nieuwe dingen op het werk, want er zijn altijd wel nieuwe veranderingen. Ik groei als persoon. Wanneer het moeilijk wordt op het werk, ben ik iemand die doorzet tot het lukt. Ik ontwikkel mijzelf op het werk.
<b>Negative Schema (R*)</b>	I feel disappointed about my achievements in my working life. (R) Before beginning something new in my working life, I usually feel that I will fail. (R) I don't have a good sense of what it is I'm trying to accomplish in my working life. (R)	Ik vind van mijzelf dat ik niet zo goed ben in nieuwe dingen doen. Ik voel me soms teleurgesteld over mijn werk prestaties. Soms weet ik niet wat ik in de toekomst wil doen op mijn werk.
<b>Occupational Self-esteem</b>	I feel sure of myself in my working life. In my working life, I feel confident and positive about myself. In my working life, I believe in my ability to handle most upsetting problems.	Als ik aan het werk ben, ben ik positief en zeker van mijzelf. Ik kan zelfs de grootste uitdagingen aan op het werk.
<b>Social Relations</b>	In my working life, I know that I can trust others, and they know they can trust me. In my working life, I enjoy personal and mutual conversations with others. In my working life, I am satisfied with human relations.	Mijn collega's weten dat ze op mij kunnen rekenen, en ik weet dat ik ook op anderen kan vertrouwen. Ik praat over onderwerpen die ik leuk vind, ook heb ik gesprekken met anderen over dingen die wij allebei interessant vinden. Ik ben blij met mijn sociale leven op het werk.
<b>Meaningful Work</b>	In my working life, I am needed. In my working life, what I do is important. I feel that what I do in my working life is valuable and worthwhile.	Het werk dat ik doe is belangrijk, ik ben nodig op mijn werk. Mijn baan heeft waarde. Wat ik doe op het werk helpt anderen.

Table 2. (All aspects of Eudaimonic well-being, items used in the TOMH well-being 24 scale and their re-written items.)(R\*, Negative Schema is the only negatively worded statement, therefore it is reversed in the scoring.)

## Assessing Sustainable Employment

After the introduction and discussion of Dead-end Jobs and Eudaimonic well-being, the concept of Sustainable Employment is introduced to the subject. Where Eudaimonic well-being is measured with help of the TOMH, Sustainable Employment is evaluated following the capability approach (Van der Klink et al, 2016). The seven work values are explained to the subject, after which the subject is asked to rank each value relative to the others. Furthermore, the subjects are invited to come up with their own work value, and asked to rank it among the others. This translates into a top three of work values that have the highest order of importance to the subject, this is done to limit the effect of acquiescence bias (the tendency for survey respondents to agree with research statements, in the context this would entail every subject to consider each value as important). This provides a more prioritized view of what values are of utmost importance to the workers. To assess the development of work values into capabilities, questions that were previously validated and incorporated into an assessment tool for the capability approach are employed in the interview (Abma et al, 2016). Following this method, for each of their top three values the subject will have answered the questions presented in table 3 below, lastly all work values are once more listed below in table 4.

<b>Does a value become a capability? (Van der Klink et al, 2016)</b>	<b>Validated question related to the aspect (Abma et al, 2016)</b>	<b>Translated variant to be used in the interviews</b>
<b>Importance to the employee</b>	How important is it to you that you can <i>value x</i> ?	Waar zou je deze waarde rangschikken?
<b>Enabled by the employer</b>	Does your work offer you enough opportunities for that?	Geeft je werk je voldoende kansen om deze waarde te krijgen?
<b>Achievable by the employee</b>	To what extent do you succeed to realize that?	Lukt het jou als persoon om deze waarde te krijgen?

Table 3. (Questions to assess whether values become capabilities)

<b>The seven work values (Van der klink et al, 2016)</b>
The use of knowledge and skills
Building and maintaining valuable contacts at work
contributing to something valuable
Development of knowledge and skills
Involvement in important decisions
Setting own goals
Having a good income

Table 4. (All seven work values)

### Tool of Measurement

To ensure the accuracy of assessments interviews are recorded, as long as the subjects are comfortable with this and give permission. After conducting the interviews, the interview data is measured based on the subjects' responses to the questions asked. This provides clarity for evaluation of the responses, from hereon, the themes can be rated in frequency and average importance to the individual. Furthermore, the analysis reveals whether there are different trends concerning the relationships between Dead-end Jobs and Eudaimonic well-being, as well as between Eudaimonic well-being and Sustainable Employment, for each of the investigated groups. By comparative evaluation of the interviews, the hypothesized differences are reviewed and re-evaluated. This qualitative analysis aims to generate an in-depth image of the experiences of employees in Dead-end Jobs, which is accompanied by a smaller statistical comparison to reveal what characteristics are prominent throughout the various groups. As a result, the theoretical assumptions on what makes a Dead-end Job, and what is required to achieve Eudaimonic well-being and a Sustainable Employment, are thoroughly appraised.

## Results

### Structure

The structure of the interviews followed the three central concepts of the paper: Dead-end Jobs, Eudaimonic well-being, and lastly Sustainable Employment. Furthermore, as previously mentioned, the sample contains two groups. The results section will follow the semi-structured interviews' order, list the obtained results per varying group, and evaluate their differences and similarities. A complete overview of all gathered data on the subjects can be found in the appendix (1) and (2).

### Final Sample

The final demographic of the sample was different from the originally established conditions, this was the result of varying forces. Unfortunately, interviews with warehouse workers were extremely difficult to obtain, due to worker shortages and a tight knit schedule. As a result, the Dead-end Job pool was reduced to cashiers only, the characteristics of this group are displayed in table 5 below. The control group sample was matched to that of the Dead-end Job sample size. This more heterogenous group contained subjects of varying degrees of education and lines of work, this, and all their other characteristics are displayed in table 6 below. More specifically, the control group was built up out of three employees with various functions which are employed by a major national bank, another subject was employed as an airplane mechanic, and lastly the final participant was employed in a marketing and warehouse combi-position at a small-scale employer.

Subject	Gender	Age	Length of Employment (in years)	Working Hours per week
1	F	55	14	20
2*	F	58	20	24
3	F	55	32 (7 at current employer)	24
4	F	59	14	32
5	F	50	9	24

Table 5. (Characteristics of cashiers, or Dead-end Job workers) \*(Subject 2 did not want to resume the interview, stating the questions were more personal than they had expected)

Subject	Gender	Age	Length of Employment (in years)	Working Hours per week	Job Title
1	M	22	2,75	45 (or more)	Airplane Mechanic
2	M	31	9	36	Specialist Financial Logistics
3	M	23	2,25	24	Employee Marketing and Communication
4	F	47	25	28	Financial Advisor Mortgages
5	F	25	4	36	Marketing, Communication, and Cooperative Advisor

Table 6. (Characteristics of the control group)

## Results concerning the topic of Dead-end Jobs

The interviews' introduction acquainted the interviewees with the concept of Dead-end Jobs, whereafter the subjects were invited to assess their own job, and decide whether their job would fit the term of a Dead-end Job. This was further questioned by requesting an elaboration on their response, and ended with a discussion of the ascribed aspects of a Dead-end Job.

### Dead-end Job Workers on Dead-end Jobs

While the job of a cashier was classified as a Dead-end Job, this was not the unanimous answer by the various cashiers that were asked. Whereas the job description for these individuals equated the same for all of them, their personal evaluation of this setting varied quite a lot. While one cashier indicated that there was plenty of variation in tasks within her job, namely: *"the rearranging of flowers at the exit of the store, dealing with customers, and the ordering of cigarettes"* (part of the job description of a fulltime cashier). Others gave contradicting statements towards the notion, while iterating the same choice of words. One considered that *"Things change, but the routines don't"*, whereas another replied *"Routines change, but the job stays the same."* While overall there were varying responses, all cashiers explained that dealing with customers meant that the job did not become stale. In that sense the experience of task variety was relative to the individuals' perception of what is considered enough variance, and for all but one, client interaction generated enough variety.

For the remaining aspects of Dead-end Jobs, cashiers would agree with one another on the remaining categories: There were little to no career opportunities, which was not a concept that cashiers evaluated seriously either. Autonomy was considered to be low, and although the manner of interacting customers was considered a valued piece of autonomy, the overall lack of autonomy was not considered a negative aspect, rather it was considered to be: *"the way things are" as "rules come from higher up."* Low wages were not thoroughly discussed, as they are better objectively considered in relation to the rest of the job market. Nevertheless, one subject noted how they felt that the unequal distribution of wages throughout varying jobs was difficult to advocate for: *"I don't understand why a teacher's assistant earns a lot more than me?"*

To conclude, the decision on whether or not the job of a cashier was experienced as a Dead-end Job was dependent on the individual, as two considered their job to be a Dead-end Job, one found it hard to assess, and the remaining two did not consider their job as such.

### Control group subjects on Dead-end Jobs

When informed about the characteristics of a Dead-end Job, none of the participants in the control group categorised their job as a Dead-end Job. Although the Marketing and Communication subject did recognise how part of their job could be considered Dead-end, which is why the subject was

exploring new options to find other employment more appropriate to their educational degree. The control group subjects gave various reasons as to why their job should not be considered a Dead-end one: *"I can decide when I do what tasks, unless there is an obvious time constraint on certain projects."* As well as: *"If I look at older colleagues within my organization, I can see that with age comes experience, knowledge, and more important functions."* The most common answer as to why a control group subject did not consider themselves to be in a Dead-end Job revolved around the presence of autonomy and available future career prospects.

To the question whether any characteristics should be changed, removed, or added to the description of a Dead-end Job, two subjects gave a response. One noting the prevalence of rigid rules, and a lower level of trust towards employees: *"I think that more often these jobs have more harsh rules that impede freedom, like the banning of phones on the work floor."* Another subject argued how a fun social environment could be considered a characteristic of the sector, which aligned with experiences of cashiers throughout the interviews.

### **Results concerning Eudaimonic well-being**

#### What does Well-being mean to the subjects?

To being asked what the concept of Well-being meant to them, cashiers were often unsure of what it entailed. The concept was not one that saw a lot of discussion in the workplace, although one subject did mention experiencing a burnout, which she considered to be the opposite of well-being. The subjects were consequently asked to read the statements relating to the eight aspects of Eudaimonic well-being, whereafter subjects were asked to share their thoughts and experiences thereon.

The concept of well-being was more familiar to the control group. All bank employees explained how well-being was an integral part of their work life, and a topic discussed every day at the morning meetings. Whereas the remaining two subjects recognised were familiar with social well-being as a concept, but did not experience the topic of Eudaimonic well-being in the workplace.

While this did not directly indicate that Dead-end Jobs led to decreased Eudaimonic well-being, it did hint at the absence of interest in well-being within the sector of Dead-end Jobs. Contrast was found in the control group, where well-being was an active part of employment, and was in fact evaluated and discussed on a daily basis.

#### Role Oriented Future Prospects (ROFP)

For cashiers, their future in the job was a point of concern. Self-scan checkouts were considered to be an inevitable future, and a threat to their form of employment. Although one subject did mention hearing of the introduction of 'conversation-checkouts' for customers who cherished talking to cashiers, as these customers had voiced how this interaction was an integral part of their

shopping experience. While most individually mentioned they thoroughly enjoyed their workspace and would prefer to stay there until retirement, as a sense of comfort in their current setting was shared, their perception of the job's future was uncertain most of all.

The control group shared a different view on the topic, Role oriented future prospects were a thoroughly explored concept for the employees working at the bank. These subjects recognised the dynamic work environment they were employed in, and while finding a limited amount of job security in the future, the development of personal capital was encouraged, subsidized, and rewarded by the employer. This was less evident for the other two subjects, who found that their job might not provide a long-term future, yet relied on personal motivators to ensure progression of the self in working life. For all control group subjects, this entailed a positive outlook on the future within their sphere of work, although not relying on the position they were currently employed in.

#### Autonomy (AU)

Autonomy was for cashiers most evaluated by one's ability to share their opinions on matters. Cashiers were often adamant on the fact that one should voice their concerns if they do not agree with a situation, however all acknowledged, or succumbed to, the notion that the word of higher ups was the final ruling. The concept of being able to share their thoughts was deemed more important than the actual power to affect decision-making. One cashier noted: *"Whether or not we can really think for ourselves? Hmm, look, it has always been like: 'It has to be this way (relating to their boss' words)"* To the question whether or not a cashier is able to offer new solutions on how manners could be conducted, the subject answered: *"No, I don't think that is the case"*. Overall, the cashiers did indicate that the sharing of personal opinions on controversial topics was accepted, moreover multiple cashiers considered this to be an obvious given. In that regard there were quite some examples of how personal autonomy and freedom of thinking were available, whereas the freedom of decision-making in the work setting was of a lower level.

The level of autonomy was interpreted and experienced differently for the control group. A very high prevalence for nearly all subjects, with only one subject holding a neutral experience of autonomy. Autonomy was core to the task description of the majority of the jobs, where furthermore a level of trust bestowed by the employer was experienced by all. Subjects explained how while there were deadlines and regulations installed, some of these due to legal scripture, the planning or ordering of tackling these tasks was often left to the freedom of the employee. The freedom to hold own opinions was, similarly to cashiers, available for all. Own theories on how certain processes in the workplace could be improved were, contrary to the experiences of cashiers, welcomed by superiors for the control group. Subjects in the control group felt as equals to their

peers and superiors, although some level of hierarchical undertones in decision-making was experienced by one subject.

#### Role oriented positive perception (ROPP)

This more subjective leaning aspect of Eudaimonic well-being received the most positive overall accreditation amongst cashiers. Cashiers voiced their pride in their job, and how they enjoyed being in their position. Especially a positive attitude towards meeting customers was expressed. Two cashiers also mentioned that they experienced a decreasing amount of respect towards their position over throughout the passing decades, and voiced their disappointment with the matter. For example, one cashier shared the story of their child coming home who had heard the parent of a friend say: *"If you don't study well you will end up as a cashier."* Naturally, this did not sit well with the cashier, especially because she was happy in her job. Therefore, the small positive interactions with customers were valued to an even higher degree. Adequate challenges were not really considered a big part of their working life, that concept was not relevant or strange to comprehend for various subjects, one said: *"Yeah that's hard, I don't know, I wouldn't know."*

This was completely different for the control group subjects, who all shared the desire to overcome new challenges throughout their career. Multiple control group subjects noted their appreciation for their current function, but elaborated further that after years of service within that position, a new challenge was necessary. In the words of one subject: *"Although I do really like my job, there are days that are a bit boring."* These aforementioned subjects explained that this sense of under-stimulation was the result of a sense of mastery of the current tasks and a desire to grow further in the professional world. Where the control group and cashiers did find common ground was in the sense of pride within their current job. Thus in short, all but one control group subject displayed a positive opinion towards their current function, yet were aware that to continue to develop themselves as an individual, a switch was necessary.

#### Personal growth and development (PGAD)

Opinions on Personal growth and development varied quite a lot for cashiers, partially due to a different evaluation of how to consider the topic. Coaching and training of cashiers was a non-existent concept, excluding the occasional safety training. The building of personal capital was therefore not an active component of a cashier at all, personal growth and development were achieved through changing circumstances on the job, not through active schooling or similar forms. This did however not entail, for some, that cashiers did not experience their job as one where growth and development took place. A common mention once again, was the introduction of self-checkout registers. These were quite alien to the, relatively older, employees, and thus learning to cope with this advancement in technology was considered a good example of personal growth and

development by the cashiers.

As aforementioned under Role-related positive perception, the desire to acquire new knowledge and skills was more prominent in the control group. All participants shared their personal hopes and dreams for the future, and what role their current employment played in this story. Especially the bank-employed subjects revealed how strongly their employer encouraged them to develop oneself due to the dynamic nature of the industry. Jobs were not considered to be rigid over the years, and therefore a constant drive to develop and diversify one's skills was a core part of their employment. For the remaining subjects, personal growth and development was less encouraged at work, partially due to the limiting factor of available positions. For all subjects, the concept of development was an integral part of their professional life, and not a single subject saw themselves remaining in the current function for more than a few years. Each participant shared how their past time within the function had generated improvement and a sense of mastery.

#### Negative Schema (NS)

Negative Schema as a concept was more difficult to discuss for Dead-end Job employees, as two subjects became somewhat defensive or, in one case, emotional on the topic. However, most considered mistakes part of life, and could easily let go of past mistakes without ruminating on their errors for too long. There were no mentions of disappointment in relation to their performances, and no cashiers openly shared any negative schemas. Overall cashiers mentioned how new things could be hard, especially technology related advancements. Only one individual shared an avid level of pessimism towards new things, although could see how past changes were beneficial in hindsight.

Amongst the control group, multiple participants explained that they saw mistakes as part of learning new things, and therefore not something to linger on for too long. One bank employee noted how she experienced new scenarios as a place where she thrived. *"Throw me into the deep, I am often called up for emergencies."* Other subjects that ran into difficulties on the work floor would rely on the help of co-workers to comprehend a problem properly, and learn therefrom. None of the participants appeared to struggle with feelings of disappointment of the self, bar from the sense that they would make sure to better themselves next time. An uncertain future did play a small role for some employees, however the movement to grow and develop as discussed before kept any participants from experiencing a serious level of anxiety of the future.

#### Occupational Self-esteem (OSE)

The common sentiment throughout discussing Occupational Self-esteem was positive, most cashiers found themselves capable in their job description. Cashiers did not find deeper issues underlying the topic, as the most reluctant response towards confidence on the job was related to acquiring new skills associated with technology. Cashiers did not worry about being unable to complete tasks, and

if this were the case, asking colleagues for help was a quick solution for multiple subjects. The majority of subjects held a positive opinion towards their Occupational Self-esteem, with none revealing a negative disposition.

The control group was no exception, the statements within this topic were agreed with by all participants in the control group. Related answers were concise and clear: *"I am always in a positive mood, and sure of myself."* As well as: *"Yes for sure, I know my strengths."* Subjects reiterated the earlier prognosis of dealing with difficulties where they were not as confident: *"Sometimes you get curveballs, but I can ask for help when it is necessary."* Awareness of personal competence was prevalent, with the safeguard of social relationships in the workplace to support when necessary. It was clear that for both the control group and the cashiers, none struggled with feelings of incompetence.

#### Relationships (R)

The topic of Relationships in the work place found itself to the forefront of every cashier focussed interview. The majority of responses towards relationships on the work floor were very positive, more importantly, many considered this part of their job essential. The conversation often swayed towards customer-cashier relationships, and their positive or negative experiences in that regard. Where one cashier told a fearful story of customer intimidation, and even a death-threat, another proudly detailed receiving various tokens of appreciation from customers on her birthday and work anniversary. It was evident that every cashier based a lot of their learning, positive perception, and experiences of meaningful work around client interaction. The majority mentioned how they might not see eye to eye with all of their colleagues, yet a work friend, which often even matured into a personal life friend, was present for all.

Social relationships were similarly regarded as positive by all control group subjects. While most control group subjects did mention that there were certain colleagues they related more to than others, all observed that their social surroundings were healthy. Just as the cashiers, multiple subjects detailed how personal friendships had blossomed out of the workplace. Due to work from home, some bank employees detailed an increased difficulty in connecting with their colleagues, especially after restructuring within the company. One control group subject noted how some higher ranked employees would carry themselves as such, which somewhat hindered a completely comfortable social environment. Nevertheless, the majority of control group subjects held positive attitudes towards their social environment, not only in the form of interesting conversations, but also on a deeper level where personal issues could be addressed.

#### Meaningful Work (MW)

When asked whether or not cashiers considered their job to be Meaningful Work, the responses

varied between two types of statements. One being that the job itself did not require a whole lot of skills and therefore: *"If I left now, there would be ten others available to take my place."* On the other hand, cashiers did often consider their role as a friend or help to customers as valuable. The sense of meaning was derived from their interaction with clients, whereas the skills necessary to complete the job description were not seen as a valuable. Furthermore, one cashier mentioned that they did consider their function as vital to society, as the absence of their position would hinder everyday-life for the rest of society. Multiple cashiers mentioned how their personal absence was often noted by customers, which positively influenced their perception of their value to customers as a cashier. Thus, cashiers considered themselves replaceable, but did find value in other (social) parts of their job.

Meaningful Work was similarly experienced through various lenses for the control group. Some aspects were practical: *"If we have deadlines to make, I know that I'm required to be there, or the work won't get done on time."* However, one subject mentioned the aspect of Meaningful work as part of their reason to search for another job, because they did not experience the sensation of *"improving the world"* within their current position. Multiple subjects mentioned that while they did see how their work affected individuals, such as clients, they did not feel that they were *"making a difference"*. Therefore, these two subjects deliberated whether their skills could not be used in a more humanitarian position. In essence the control group workers all experienced meaning in their proximity, such as aiding colleagues and being part of a team, however on a societal level this sense of meaning was absent.

Thus both groups agreed on finding meaning amongst colleagues and clients, yet differed in what they experienced as missing. The cashiers lacked a sense of skill within their function, which degraded the level of value, whereas the control group desired the sense of value on a higher level of the concept. This higher sense of meaning was not considered by the Dead-end Job group.

### **Do Dead-end Jobs lead to a decrease in Eudaimonic well-being?**

To evaluate the relationship between Dead-end Jobs and Eudaimonic well-being, table 7 showcases ratings ascribed to subject's responses below. These ratings are based on the dialogue between the interviewer and interviewee, and while these do not serve as a concrete measure, it gives a rough indication of the tone throughout the conversation per aspect of Eudaimonic well-being.

As visible there are overall more positive attitudes towards the aspects of Eudaimonic well-being for the control group, moreover there are no negative reflections either, bar from responses on Negative Schema. Negative Schema as an aspect is unique as it is rated inversely, the statements given are in a negative format, causing this difference.

Aspects of Eudaimonic WB → Subjects ↓	ROFP	AU	ROPP	PGAD	NS (inverted)	OSE	R	MW
Dead-end Job 1	+	+/-	+	-	+/-	+	+	+
Dead-end Job 2	+/-	+/-	+/-	+/-	+/-	X	X	X
Dead-end Job 3	-	+/-	+	+/-	+/-	+/-	+	+/-
Dead-end Job 4	-	+/-	+	+	+/-	+	+/-	+
Dead-end Job 5	+/-	+/-	+	+	-	+	+	+
Control Group 1	+	+	+	+	+/-	+	+	+
Control Group 2	+	++	+	++	-	+	+	+/-
Control Group 3	+/-	+/-	+/-	-	-	+	+	+
Control Group 4	+	+	+/-	+	-	+	+	+
Control Group 5	+	+	+	+	-	+/-	+	+/-

Table 7. (Tone in conversation on aspects of Eudaimonic well-being)

As highlighted in the literature review, in an environment where centralised decision making is in place, there is less room for individuals to display environmental mastery and stimulate psychological development. This is evident in multiple aspects of Eudaimonic well-being: Autonomy outside of the sharing of opinions on non-job-related topics is limited and cashiers are unable to take their future within the industry in their own hands. Expertise developed from years of working on the supermarket floor rarely has the opportunity to evolve into co-managing the workplace, and thus there is rarely any room to display environmental mastery.

While it is true that Dead-end Jobs by definition do not hold the possibility of professional growth, contrary to the control groups, growth and development as a concept are no part of a cashier's job altogether. While not all cashiers considered themselves to be in a Dead-end Job, or saw their tasks as repetitive, they all were unable to pinpoint a clear challenge or form of growth outside the introduction of new technologies. This was not the case for the control group employees, who had all identified goals ahead in their career. As established previously in the literature review, the absence of challenging tasks equates the absence of mastering difficult tasks, which provide most gratification.

Throughout the interviews, Dead-end Job employees all appear to be content within their current function, but none seem to thrive, and thriving is seen as the indicator of Eudaimonic well-being. The simpler tasks are mastered, which likely generates the stable base level of gratification experienced by the cashiers, but it never progresses beyond that level of content. This was not the

case for any of the control group workers, who did not share this mellow level of content, instead, these subjects all strived for more. This provides further footing for the theory on the limiting relationship of Dead-end Jobs on Eudaimonic well-being.

In conclusion, the interviews revealed that the theorized aspects of Dead-end Jobs, such as a cashier, are limiting to the development of Eudaimonic well-being. This is the result of systematic hindrances in the job description and associated tasks, but is more evident on a personal level. The Dead-end Job employees are not handed the ingredients to develop their psychological well-being, moreover they are less familiar with evaluating these concepts themselves altogether. Eudaimonic well-being is the aspect of well-being that does not come naturally when it is not presented by the environment, thus when Dead-end Job employees do not, for example, pursue personal development in their private life, a Dead-end Job employee will struggle to develop Eudaimonic well-being altogether.

### **Results concerning Sustainable Employment**

Every cashier was invited to rank the seven work values according to personal importance, which proved quite difficult for some. Next on, subjects were asked to consider the absence of a work value, which they were free to add if deemed necessary. It is important to note that although the language in the method was understandable for the cashiers, the concept of evaluating work values appeared to be a perspective on their job that had not been taken before. Multiple subjects, after being asked to rank the values, replied: *'I find that really hard.'*, or even did not succeed in ranking all seven based on personal preference.

All control group subjects were asked the same questions on sustainable employment as the Dead-end Job group subjects. Multiple participants in the control group showed familiarity with the concept of ranking work-related values, and were quick to share their thoughts on what was important to them personally.

#### What values are important?

The clearest result that was derived from the interviews was the importance of the aspect Building and maintaining valuable contacts at work to both groups, but especially the Dead-end Job group. Every single cashier ranked this value in their top two, which during the interview seemed to be an adequate rating, after all cashiers expressed the central role of relationships in the workplace throughout the evaluation of aspects relating to Eudaimonic well-being. The use of knowledge and skills, contributing to something valuable, and lastly the experience of meaningful work all received multiple top three mentions too. Argumentation behind these decisions was a topic hard to discuss, many cashiers considered their answers obvious, or looked for signs of agreement in the interviewer. Having a good income was for each individual considered of average importance,

ranking fourth or fifth for all responses. Throughout the interview the concept of learning was only talked about when actively pursued by the interviewer, thus it came to no surprise that multiple Dead-end Job subjects rated the Development of knowledge and skills as least important.

Building and maintaining valuable contacts at work was, similar to the Dead-end Job group, the value most frequently considered to be a top three priority for the control sample. Furthermore, both the development- and the use of knowledge and skills were both mentioned as key values for the majority of the control group subjects. These aforementioned subjects aspired to develop human capital, and looked to display or increase their skillset. This reasoning was backed up by the desire to progress into higher functions over time. This was vastly different from the Dead-end Job sample, in which only one subject had ranked development of knowledge and skills in their top three. Moreover, this top three ranking shared its position with the use of knowledge and skills, because the subject could not decide between the two. Lastly, contributing to something valuable received a double mention amongst the control group. For both those mentions, contributing to something valuable held the highest rank in the hierarchy. The remainder of the work values were either named once, or never. All of this is displayed in table 8 below.

<b>Ranking → Subject ↓</b>	<b>Work Values Rank 1</b>	<b>Work Values Rank 2</b>	<b>Work Values Rank 3</b>
<b>Dead-end Job 1</b>	SAFETY (*own Value)	Building and maintaining valuable contacts at work	Involvement in important decisions (*"not that important")
<b>Dead-end Job 2</b>	x	x	x
<b>Dead-end Job 3</b>	Contributing to something valuable	Building and maintaining valuable contacts at work	The use of knowledge and skills
<b>Dead-end Job 4</b>	Building and maintaining valuable contacts at work	Involvement in important decisions	The use of knowledge and skills
<b>Dead-end Job 5</b>	Building and maintaining valuable contacts at work	/ The use of knowledge and skills	Contributing to something valuable
<b>Control Group 1</b>	Building and maintaining valuable contacts at work	The development of knowledge and skills	The use of knowledge and skills
<b>Control Group 2</b>	Contributing to something valuable	The development of knowledge and skills	Building and maintaining valuable contacts at work
<b>Control Group 3</b>	The development of knowledge and skills	The use of knowledge and skills	Building and maintaining valuable contacts at work
<b>Control Group 4</b>	Building and maintaining valuable contacts at work	The use of knowledge and skills	Involvement in important decisions
<b>Control Group 5</b>	Contributing to something valuable	Having a good income	Setting own goals

Table 8. (Ranking of Work Values by all subjects)

### Do values turn into capabilities?

One cashier considered all their values to have turned into capabilities, although did mention that her top two, Building and maintaining of valuable contacts at work and Involvement in important decisions, were the only two of real importance. Overall, all cashiers found at least one of their values to turn into a capability. Nevertheless, the transformation of a value into a true capability was scarce, most subjects expressed a permissive but not completely secured stance on the presented level of a value.

Complete confidence in their development of capabilities was rare to find, with often reserved ambitions towards expanding these work values. When one cashier was asked in what sense, or how she could further the development of involvement in important decisions, she simply replied that the value did not reach a significant level of importance, followed by how this aspect was simply not fitting to her job description: *"Things are the way they are"* and *"The management takes care of that"*. This submissive stance was a common theme throughout the discussion of work values, the concept of agency in altering their work environment or circumstances was simply not present. To conclude, the results show that work values are able to evolve into capabilities for cashiers, however the question remains to what extent these capabilities are truly seeds that foster sustainable employment instead of an accepted level of comfort.

Within the control group, whereas similarly only one subject considered all three of their values to be realized as capabilities, the median number of developed capabilities was at two. Moreover, the reasons as to why the values that were currently not able to progress into a capability had been previously evaluated by the subjects. For example, the absence of, or struggle to realize a certain capability would serve as footing for a subject's wish to grow into other functions. This was the case for both the ambitions to find a function that contributed to something valuable, as well as the desire to be involved in more important decisions.

This trend of deliberate consideration of work values was evident throughout all control subjects, one shared: *"I would, right now, place income in my top three, but only because I want to build a good base for the rest of my life. I think that that (having income in their top three) will change in the future."* In this sense, the subject very much saw this characteristic of their work as a means in the present, to reach a goal in the future. This was a trend for all control subjects throughout the interviews, the average participant was very much aware of developing a professional future, and ranked values according to what was most important to them in the specific point of their lives they were in.

### Does Eudaimonic well-being lead to Sustainable Employment?

Throughout the discussion of Eudaimonic well-being's relationship with Sustainable Employment, the most important theme is that of relative importance. As previously stated, Sustainable Employment is generated through, according to authors Van der Klink et al, "*work that is valuable for the worker and valued by the work context*". Furthermore, Sustainable Employment takes place as work values important to the individual turn into capabilities. Work values in their own regard, are ranked based on importance by the individual, whereas Eudaimonic well-being is more non-specific, as aspects of Eudaimonic well-being are objectively good characteristics of work. The argument that links these two concepts is based around personal accreditation of importance, with the underlying idea that workers, employed in an environment where Eudaimonic well-being is higher, are encouraged and able to pursue personal goals that lead to Sustainable Employment.

Subject	Positive/Neutral/Negative Ratings of Eudaimonic well-being	Developed Capabilities	Subject	Pos/Neg/Neut Ratings of Ewell-being	Developed Capabilities
Dead-end Job 1	5 / 2 / 1	1	Control Group 1	7 / 1 / 0	3
Dead-end Job 2	0 / 4 / 0*	X*	Control Group 2	7 / 1 / 0	3
Dead-end Job 3	2 / 5 / 1	2	Control Group 3	4 / 3 / 1	2
Dead-end Job 4	4 / 3 / 1	3	Control Group 4	7 / 1 / 0	2
Dead-end Job 5	6 / 2 / 0	2	Control Group 5	7 / 2 / 0	2
Average:	6.25/3/.75	2	Average:	6.4/1.6/.2	2.4

Table 9. (Ratings and averages of Eudaimonic well-being and Sustainable Employment) \*Dead-end Job 2 is excluded from the sample due to incomplete data.

The data gathered reveals two findings: The control group has a higher mean score in Eudaimonic well-being, as well as a higher mean of capabilities, as seen in table 9. It is important to note that although this finding follows the theorized outcome, the findings cannot be validated at a significant statistical level, see appendix table 12.

As aforementioned in the results on the aspect of Meaningful Work, an important distinction between the two groups was the different attitudes towards the development of capabilities. Where the Dead-end Job subjects were more likely to simply accept the conditions of their work environment and rely on stability to acquire a sense of well-being on the work floor. Their capabilities were not as pronounced as those of the control group. Besides the notion of pride in their work, none of the cashiers appeared as involved and excited in their job as the participants in

the control group. The control group's participants that had not succeeded in developing all of their values into capabilities, all considered this to be due to limiting factors of the job environment, not due to internal shortcomings. The control group furthermore considered this underdevelopment a reason to transfer jobs, and discover a new position in which their values could be developed. This was not the case for the Dead-end Job group, who acknowledged the absence of these capabilities, yet declared them *"not important enough"* or *"outside my job description"*, and did not strive to fulfil these needs in the future.

While the theme of the interview was centred on Eudaimonic well-being, it was quite evident that the Dead-end Job subjects accredited more worth to aspects related to Subjective or, more often, Social well-being. This is visible in the high ranking of Building and maintaining of valuable contacts at work as a work value, as well as the most positively rated aspect of Eudaimonic well-being amongst Dead-end Job employees: Relationships.

Lastly, *"work that is valuable for the worker and valued by the work context"* does not take into consideration Eudaimonic well-being within the sphere of Dead-end Jobs. The requirements of Dead-end Job employees are limited to the tasks present in the store, and the employees are not, nor in some cases want to be, included in conversations that move past the domain of their job description. Therefore, what is valued by the work context does not include aspects of Eudaimonic well-being, and by definition, Dead-end Job employees are unable to exercise aspects of Eudaimonic well-being within the work context that could lead to Sustainable Employment.

Thus to conclude, while the gathered data does coincide with the hypothesis: Eudaimonic well-being positively influences the development of Sustainable Employment. The investigation established that in the group with higher Eudaimonic well-being ratings, the mean number of developed capabilities was higher, which agrees with the hypothesis. However, the investigation is not enough to confirm the aforementioned notion, as the investigated Dead-end Job subjects often do not consider aspects of Eudaimonic well-being to be personally important to a high degree. This entails that the group with lower Eudaimonic well-being overall, is also less interested in the development of Eudaimonic well-being. This leads us to the following conclusions: Eudaimonic well-being does lead to an increased likelihood of Sustainable Employment, however in the context of Dead-end Jobs, Eudaimonic well-being is ill-suited as an indicator of Sustainable Employment. This is evident due to the fact that: Dead-end Job subjects do not consider aspects of Eudaimonic well-being as important, and therefore the development of Sustainable Employment is not related to Eudaimonic well-being for Dead-end Job employees.

## Discussion

### **Findings**

#### Summary on the results

This thesis investigated the possible relationships between Dead-end Jobs and Eudaimonic well-being, as well as Eudaimonic well-being and Sustainable Employment. The results indicate the hypothesized relationships to be true, namely:

H<sub>1</sub>: Dead-end Jobs hinder the development of Eudaimonic well-being.

H<sub>2</sub>: Eudaimonic well-being stimulates the development of Sustainable Employment.

The data supports both hypotheses in the results section through the following findings: Dead-end Job workers on average experience a lower, less pronounced level of Eudaimonic well-being than non-Dead-end Job workers. Furthermore, the jobs themselves limit the fostering of aspects of Eudaimonic well-being, not merely due to the confining definition of a Dead-end Job, but furthermore Eudaimonic qualities such as autonomy and self-realization are not encouraged or required within the function.

H<sub>2</sub> is supported through the findings of a higher developed number of capabilities for the control group, which held a higher average score for Eudaimonic well-being. Although this higher number of capabilities is present in the sample, and the data thus follows the expected trend, this is not at a significant level. A two-sample unequal variance T-test determined a value of 0.22, which is nowhere near the commonly used 0.05 level for significance, see appendix (3). Nevertheless, workers in the control group were encouraged by their employer to develop themselves further, powering Eudaimonic well-being through psychological development. In doing so these subjects would generate value for both themselves as well as the employer, which is core to the definition of Sustainable Employment.

#### **The validity of the outcome and a more interesting finding**

The gathered findings do seem to advocate for the model's soundness, and for that of the tools employed. Nevertheless, the approach of semi-structured interviews has led to interesting findings that would suit as arguments to question the validity of the research.

The clear result within the Dead-end Job group was the overarching importance of social relationships, this raises the question of whether investigating Eudaimonic well-being amongst Dead-end Jobs was the correct measure to determine Sustainable Employment, as the personal importance of Dead-end Job employees is less related to Eudaimonic well-being overall. Perhaps a Social- or Subjective Well-being focussed approach would reveal more concerning the possible development of Sustainable Employment for Dead-end Job employees.

Furthermore, as mentioned sparsely throughout the results section, the concepts of Eudaimonic well-being and Sustainable Employment proved to be quite difficult for the Dead-end Job subjects to comprehend. Not only were parts of specificity within the language that is used in the context of Eudaimonic well-being hard to differentiate between for subjects: *“This is the same as the last question.”* Other parts of Eudaimonic well-being simply did not resonate or come up in the professional life of Dead-end Job subjects: *“What do you mean by challenges?”*

For Sustainable Employment, this same tone carried on: Multiple Dead-end Job subjects were unable to give a clear response when asked to rank the work values, many seemed to never have considered their function along the parameters of work values. The concept of valuing different aspects of a job, and taking agency to alter their professional life or work environment appeared to be alien to the Dead-end Job subjects. It cannot be stressed enough how big the difference in perception of one’s job differed between the Dead-end Job group and the control group.

Therefore, the most interesting finding in the interviews might have been that of absence of thoughts about Eudaimonic aspects and work values for Dead-end Job subjects. To put it in simpler terms: Dead-end Job Employees did not appear to demand deeper outcomes from their work; an enjoyable day and good salary is the maximum value that work can provide in their life. While the literature on the topic of job design and employee well-being has been supportive of aspects like autonomy and opportunities to improve oneself and learn (Peeters, de Jonge, & Taris, 2013), the subjects within the Dead-end Job group were clear in their wants and needs: A stable job with a healthy, fun, social environment in which they are respected.

Within the control group, every individual had goals or aspirations on what they wanted to achieve in the future, or wishes as to how to make their job more meaningful and contribute to society. This deeper drive for meaning, growth, and self-realization, which define Eudaimonic well-being as a whole (Fisher, 2014; Warr, 2007), was in no shape or form present in appreciation of one’s job for the Dead-end Job group. Meaning and fulfilment were driven by social interactions amongst colleagues and clients, not through personal development and self-realization.

#### Not just the work, also the worker

The development of Eudaimonic well-being is lower amongst the Dead-end Job subjects, however this cannot be solely attributed to the design of Dead-end Jobs, the individual plays an important role too. Whereas the work environment of Dead-end Job subjects was under-stimulating towards Eudaimonic well-being, the findings in the control group show that this does not entail that it is impossible for these subjects to develop Eudaimonic well-being outside the immediate work context. This was evident through the two subjects that did not experience encouragement and motivation to further oneself in their work environments, however these subjects held a personal

drive for development. This absence of Eudaimonic well-being also does not entail that the development of Sustainable Employment is impossible for Dead-end Job subjects, rather it highlights the fact that Eudaimonic well-being is not prioritized by Dead-end Job employees as most important. A more likely seed for Sustainable Employment would be that of Social Well-being, which was shown to hold significant importance for Dead-end Job employees, as well as the control group.

#### In summation

To conclude, it is most likely that the difference in Eudaimonic well-being is partially due to the design of Dead-end Jobs, and partially due to the perspective a Dead-end Job worker has on their professional life. It appears that although Eudaimonic aspects are non-specific positive aspects (Kashdan, Biswas-Diener, & King, 2008), not all individuals rank Eudaimonic aspects as personally important. This in turn means that to develop Sustainable Employment, Eudaimonic well-being is not the right basis for Dead-end Job employees. In order to generate a sustainable work environment for Dead-end Job employees, their work should be designed in such a way that the worker functions in an enjoyable trusted social environment, as their personal importance is focussed thereon.

#### **Limitations**

While the findings correlate with the hypotheses connected to the model, and the findings on personal importance and perspective of Dead-end Job employees are striking, there are some important limitations to be discussed.

#### One type of Dead-end Job

The final sample was unfortunately limited to that of cashiers. Excluding warehouse employees and other potential Dead-end Jobs employees that are part of the complete population raises a few concerns. The job of a cashier is different to that of a warehouse employee, especially considering how many cashiers noted the importance of client interactions, which is an aspect of their job that is simply not present amongst warehouse employees. Nevertheless, the mentioned level of conscious thought surrounding the topic of professional life varied immensely between the two groups. It is counter-intuitive that an individual with hypothetical bigger aspirations and goals, similar to the control group, would find themselves in a Dead-end Job setting elsewhere. Therefore, future research should include multiple jobs that fit the Dead-end Job label, to further establish the trends highlighted in this paper.

#### Gender

The sample of cashiers used was completely female. While this characterizes the total population of cashiers accurately, it does not include other Dead-end Jobs (Werkzame beroepsbevolking; Kassamedewerker, 2021). It is possible that female workers are more likely to value, e.g.

relationships in the workplace, which would affect the ranking of work values and appreciation of Eudaimonic aspects. However, this does not appear to be the case following the more diverse control group sample, which includes both male and female participants, and does not appear to contain a gender-based difference in preferences. Nevertheless, future investigations should contain male counterparts to ensure higher validity.

### Age

The Dead-end Job group is significantly older than the control group, the two groups are 55.4 and 29.6 years old on average respectively. This could hold implications for the level of thinking attributed to career goals and aspirations, as an older individual is likely to have less aspirations in their professional life as they see it come to an end. One cashier replied the following to the statement relating to Role Oriented Future Prospects: *"I think you are asking the wrong person because I am going to be done in ten years."* However, this attitude that there is no future within one's function besides the goal of retirement indicates an even clearer example of a Dead-end Job worker's perspective towards their professional life. There are individuals that decide to work past retirement, indicating that when one does find fulfilment within one's job, an outlook on retirement is not universal. It remains the fact that a more complete image would contain a larger variance in age for the sample, which is therefore recommended for future research.

### Sample Size

Overall it is evident that the study was on a small scale and, quite naturally, a larger sample size would improve the validity of the research. The sample was not successful in establishing a statistically significant result, this problem could be resolved by the use of a larger sample. While the Capability Approach is a quite persona-dependent tool to assess what needs are present in the workplace, the data did show clear themes amongst the Dead-end Job group. Especially when considering cashiers in particular, the selected sample was an accurate depiction of the average full-time employee in this position. Therefore, it is likely that the used sample is indicative of the expected outcomes for the population of cashiers as a whole, which should lower the problematic aspect of a small sample. However, it is important to note that the control group's size is likely not as representative of the rest of the working population as a whole.

### Tool Validity and Eudaimonic Well-being

The concept of Eudaimonic Well-being was utilized to investigate the psychological wellbeing of workers in Dead-end Jobs. The revelation that individuals in the Dead-end Job group do not appreciate and evaluate aspects of work to the same degree as the control group revealed a noteworthy difference between the two. If the Dead-end Job subjects never consider their job's

characteristics in the same manner the control group does, it forebodes the outcome that their levels of Eudaimonic Well-being are also different.

In essence, Dead-end Job subjects do not seek to change aspects of their employment. This is the result of Dead-end Job subjects' unawareness of what could be good or bad about the current design of their job. The fact that Dead-end Job subjects struggled to grasp the concepts of 'challenges on the job' or did not consider any future progression within their job, hints at the idea that the Dead-end Job subjects do not seek to obtain Eudaimonic well-being altogether. This could be due to an unawareness of the concept of developing Eudaimonic aspects, or the mere fact that Dead-end Job subjects do not value these aspects in the work place.

Therefore future research should consider the identification of Dead-end Job employees' opinion and valuation of Eudaimonic aspects. A clearer distinction of whether Eudaimonia is unimportant for Dead-end Job individuals, or whether it is simply undiscovered for them, will provide a more rigid base for exploring how to approach the topic within the Dead-end Job sector.

The findings suggest a positive effect of Eudaimonic Well-being on Sustainable Employment, however also indicate that Eudaimonic Well-being is far from the sole contributor. Thus, future research should consider another tool of assessment to determine and evaluate Eudaimonic Well-being. The Capability approach's language is not tailored to the vocabulary of subjects in the Dead-end Job group. Lastly, research on the concept of Sustainable Employment within Dead-end Jobs should focus more on the measurement and development of Social well-being, as this component of Well-being was clearly the most important to individuals in the Dead-end Job group.

### **Future Implications**

Although this paper confirms the Capability Approach (Van der Klink et al, 2016) as a valid method in assessing Sustainable Employment for the control group, the method appears to be less applicable for employees in Dead-end Jobs. This notion is derived from the findings that Dead-end Job employees experienced difficulties working with the methodology. While this incoherency was not clearly shown within the data, it is important that this issue becomes known. Dead-end Job employees do not share the same level of conscious thought concerning their work, which results in a skewed image of whether or not a value or capability functions as described in the literature. Two different individuals can confirm all three questions asked to establish a value as a capability, but the meaning of how important values are altogether can differ extremely between the individuals. One person establishing that they find personal meaning and fulfilment, does not equate the same level of satisfaction as that of another person.

Furthermore, future job design and managers should focus on ensuring Social well-being amongst employees within Dead-end Jobs, as well as for regular jobs. The data clearly confirmed the

importance of Meaningful relationships in the work place (Ryan & Deci, 1985, 2000, 2006 ; Ragins and Dutton, 2007; Rath & Harter, 2010), and this should be used to better individuals' experiences in work. The interviews revealed that Dead-end Job employees are unlikely to develop their knowledge and skills by themselves. Loss of employment would prove to be quite disasterous for the Dead-end Job group, as none appeared to have developed any skills outside of their current form of employment over decades of being employed as a cashier. To ensure employees stay up to date with the latest developments and learn new things, teaching and learning could be done in a positive social setting. This combines employees' favourite part of work with the necessary growth to achieve Sustainable Employment in the long run.

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## Appendix

### Appendix (1)

Table 10 contains the demographic data gathered during the interviews; LoE entails length of employment, WH working hours, and lastly under Job type DEJ refers to Dead-end Jobs.

Furthermore, the table contains the ratings ascribed to subjects' appreciation of the eight aspects of Eudaimonic Well-being. The interview with subject two was terminated after the discussion of Negative Schema, which resulted in an incomplete data set for the subject. These aspects are derived from the eight aspects in the Tokyo Occupational Mental Health questionnaire as described in the method section, table 2.

Interviewee	Gender	Age	LoE (in years)	WH (in hours)	Job type	ROFP	AU	JOPP	PGAD	NS* (inverted)	OSE	R	M
Dead-end Job 1	F	55	14	20	DEJ	+	+/-	+	-	+/-	+	+	+
Dead-end Job 2	F	58	20	24	DEJ	+/-	+/-	+/-	+/-	+/- -	x	x	x
Dead-end Job 3	F	55	32, new 7	24	DEJ	-	+/-	+	+/-	+/- +	+/-	+	+/-
Dead-end Job 4	F	59	14	32	DEJ	-	+/-	+	+	+/-	+	+/-	+
Dead-end Job 5	F	50	9	24	DEJ	+/-	+/-	+	+	-	+	+	+
Control Group 1	M	22	2,75	45+	NON- DEJ	+	+	+	+	+/-	+	+	+
Control Group 2	M	31	9	36	NON- DEJ	+	++	+	++	-	+	+	++/-
Control Group 3	M	23	2,25	24	NON- DEJ	+/-	+/-	+/-	-	-	+	+	+
Control Group 4	F	47	25	28	NON- DEJ	+	+	+/-	+	-	+	+	+
Control Group 5	F	25	4	36	NON- DEJ	+	+	+	+	-	+/- +	+	+/-

Table 10. (All subjects, control variables, and respective Eudaimonic well-being scores)

## Appendix (2)

Table 11 illustrates the ranking of Van der Klink's (2016) work values for every individual subject, see Fill-out form 2 in under appendix (4) for the represented values per letter. Dead-end Job subject 1 considered their own unique value, Safety, to be most important. Furthermore, Dead-end Job subject 1 was vocal in their opinion that merely the number one and two ranked work values were of true importance to them. Subject two did not take part in this final part of the interview due to early termination. Dead-end Job subject 5 considered learning- and the use of skills and knowledge as equally as important, hence the double rating on rank 2.

Interviewee	WV Rank 1	2	3	CAP 1	2	3
Dead-end Job 1	VEILIGHEID/ SAFETY	D	C (deemed not that important)	NO	YES	NO
Dead-end Job 2	x	x	x	x	x	x
Dead-end Job 3	G	D	A	YES	YES	NO
Dead-end Job 4	D	C	A	YES	YES	YES
Dead-end Job 5	D	B/A	G	YES	YES	NO
Control Group 1	D	B	A	YES	YES	YES
Control Group 2	G	B	D	YES	YES	YES
Control Group 3	B	A	D	NO	YES	YES
Control Group 4	D	A	C	YES	YES	NO
Control Group 5	G	F	E	YES	NO	YES

Table 11. (All subjects and respective scores on the capability approach) (\*Dead-end Job 2 was excluded from the sample due to an incomplete interview)

### Appendix (3)

Table 12 showcases the amount of developed work values into capabilities for every subject. A one-tailed two-sample unequal variance T-test was carried out in Excel (2016), the result was higher than the regularly significance level of 0.05, and therefore not deemed significant. A bigger sample would likely yield a more significant result.

Developed Capabilities per group	Dead-end Job	Control Group
Subject 1	1	3
Subject 2	x	3
Subject 3	2	2
Subject 4	3	2
Subject 5	2	2
T-Test	0,219359	

Table 12. (A one-tailed two-sample unequal variance T-test in Excel via F(x)TTEST on the average number of Capabilities developed reveals an insignificant outcome)

## Appendix (4)

Below, the complete Interview Guide for the Semi-Structured Interviews is displayed. The interview followed the three themes of the paper: Dead-end Jobs, Eudaimonic Well-being, and Sustainable Employment. After the textual description of how to conduct the interview, the rest of the guide contains cut-outs for the subject and fill-out forms for the interviewer.

Cut-out 1 contains the eight aspects of Eudaimonic Well-being and their translated statements, shown in Dutch. Cut-out 2 contains the seven work values by Van der Klink (2016), translated for subject use.

Fill-out form 1 was used to time-stamp, since deleted, recordings of willing subjects' interviews. Fill-out form 2 was used to note down the rankings subjects gave to the work values, and lastly Fill-out form 3 was used to write down a subjects top three values, and the evaluation of a possible evolution of these values into capabilities.

### Interview Guide (SSI)

#### Short introduction:

- Start the interview by greeting the subject and thank them for their time.
- The interviewer introduces themselves: What is my name, where do I come from, and what do I study. Share an anecdote about experiencing warehouse work and working at a supermarket, and how this prompted intrigue into the concept of Well-being in these places of employment.
- Establish the subject's anonymity and ensure confidentiality, assure there are no hidden-motives with their employer. Try to impede the possibility of social desirability bias.
- Go through the control variables with the subject: Establish the subject's:
  - Gender \_\_\_\_\_
  - Age \_\_\_\_\_
  - Length of employment \_\_\_\_\_
  - Working hours \_\_\_\_\_
- **Question: Ask how the interviewee is feeling and how their last week at work has been. Is there anything of interest that might influence the subject's current perception of their job? (E.g. Shift in management, Social tension, etc.)**  
\_\_\_\_\_  
\_\_\_\_\_

#### The concept of Dead-end Jobs

- Introduce the concept of Dead-end Jobs (translated, and worded more neutral as 'Statisch Werk'), explain the concepts that make up the 4 aspects of a Dead-end Job.
  - Low Wages (Dead-end Job employees "*Dead-end Job employees won't become the richest people.*")
  - Low Task Variance ("*A lot of tasks are the same, there aren't a lot of changes in what a worker has to carry out.*")
  - Low Career Opportunities ("*The worker probably stays in the same function, there isn't a lot of room for growth within the company.*")
  - Low Autonomy ("*The worker cannot choose how tasks are carried out, they need to adhere to the rules and concepts in place.*")
- **Question: Does the subject feel like they are in a Dead-end Job based off of this description?**

- *“Do you feel like your job would qualify as a Dead-end Job?”*

---

- *“Why is this the case?”*

---

- *“Is there something missing from the definition of a Dead-end Job that you feel should be included?”*

---

- *“Is there an aspect of the definition currently employed that should not be considered as a part of Dead-end Jobs?”*

---

#### Questions from TOMH relating to EWB

- Further introduce the subject of Well-being in the workplace.
  - Ask the interviewee if they have any questions or ideas on this subject matter?
    - **Question: What comes to mind when you hear the word ‘Well-being’ and could you give an example of this within your work context?**
  - Shortly elaborate on Social Well-being and Subjective Well-being, and explain how these aspects have largely been the focus for Well-being based research in the past.
  - Now completely introduce the concept of Eudaimonic Well-being:
    - Purpose, meaning, growth, virtues, the pursuit of goals important to the individual, and self-actualization.
  - Elaborate on why it is important to discuss Well-being in low-wage jobs?
    - E.g.: Work could be seen as an enrichment, not as a necessary evil.
  - Ask whether or not the subject would like a more in-depth explanation, or whether they would prefer to dive into it right away. Establish that the subject understands the concepts at hand.
- **Evaluate the 8 aspects of EWB individually, and hand out cut-out 1, ensure the interviewee is on topic.**
  - **Question: For every aspect, ask the interviewee:**
    - *“Would you agree with the statement?”*

---

    - *“Why do you agree/ disagree with the statement?”*

---

    - *“Where or when do you experience this at work?”*

---

#### Statements from Questionnaire relating to Capability approach (SE)

- Introduce the subject of Sustainable Employment.
  - Explain the seven work values present in the Capability approach by Van der Klink.
  - **Question: Hand out cut-out 2 to the subject, and ask the employee whether they can think of another aspect that is important to them personally, write this one down as the 8<sup>th</sup> option.**
- The following questions are to be asked in order to accurately grasp whether or not the preferred value truly evolves into a capability. Furthermore, if any of value is not able to turn into a capability, what is missing?
- **Question: Ask the individual to rank the seven values personally.**
  - **Where would they rank their own?**

- Then for the seven values ask the individuals for every value in their top 3 ranking:
  - *“Does your work offer you enough opportunities for that?”*
  - *“To what extent do you succeed to realize that?”*
  - Concerning the first question: *“How does your employer do this?”*
    - *“...”: “How could your employer provide more help?”*

Tokyo Occupational Mental Health Questionnaire (EWB) (Cut-out 1)

<b>Baan gericht perspectief op de toekomst</b>	In mijn leven op het werk heb bouw naar mijn carrière doelen, vind ik het leuk om toekomstige doelen te stellen en naar deze toe te werken, en heb ik daarnaast het gevoel dat mijn toekomst er goed uit ziet.
<b>Autonomie</b>	In mijn leven op het werk heb ik het gevoel dat ik mijn eigen mening kan delen, zelfs als deze niet hetzelfde is als die van mijn collega's, de gemiddelde opvatting, of een riskant onderwerp betreft. Ik kan voor mijzelf denken binnen mijn baan.
<b>Baan gerichte positieve opvattingen</b>	In mijn leven op het werk voel ik me voldoende uitgedaagd en kan ik doen wat mij gelukkig maakt. Ik ben trots op mijn baan en het werk dat ik verricht.
<b>Persoonlijke groei en ontwikkeling</b>	Op mijn werk ervaar ik continu veranderingen, ontwikkel ik mijzelf, en leer ik nieuwe dingen, en groei ik als persoon. Ik ben gemotiveerd om door te zetten, zelfs als het moeilijk wordt op werk.
<b>Negatieve gedachtegang (N)</b>	Ik ben teleurgesteld over mijn prestaties op werk, ik heb geen vertrouwen in mijzelf om nieuwe taken goed uit te kunnen voeren. Soms heb ik geen duidelijk beeld over wat ik probeer te bereiken op het werk.
<b>Zelfvertrouwen op het werk</b>	Als ik aan het werk ben voel ik mij zelfverzekerd en positief. Ik kan zelfs de grootste uitdagingen aan op het werk.
<b>Sociale Relaties</b>	Op het werk kan ik op anderen vertrouwen, en weten zij dat ze ook op mij kunnen vertrouwen. Ik heb gesprekken over onderwerpen die ik leuk vind, en doe mee aan gesprekken over gedeelde onderwerpen. Ik ben blij met mijn sociale leven op het werk.
<b>Werk met betekenis</b>	Ik ben nodig op mijn werk, wat ik doe is belangrijk, en mijn bijdrage is waardevol.

TOMH EWB (Fill-out form 1)

<b>EWB Aspect</b>	<b>Timestamp</b>
Role oriented Future Prospects	
Autonomy	
Job related positive perception	
Personal growth and development	
Negative Schema	
Occupational Self-esteem	
Relationship	
Meaningful work	

CA (SE) (Fill-out form 2)

<b>Work Values</b>	<b>Important to the Individual (Ranking)</b>
(A) The use of knowledge and skills	
(B) The development of knowledge and skills	
(C) Involvement in important decisions	
(D) Building and maintaining valuable contacts at work	
(E) Setting own goals	
(F) Having a good income	
(G) Contributing to something valuable	
(H)/(Bonus) Own value:	

CA (SE) (Fill-out form 3)

<b>Value</b>	<b>Capability?</b>	<b>Key words as to why</b>
	Yes/No	
	Yes/No	
	Yes/No	

7 Work Values (SE) (Cut-out 2)

<b>Gebruik van kennis en skills</b>	<b>Ontwikkeling van kennis en skills</b>
<b>Betrokken zijn bij beslissingen</b>	<b>Waardevolle contacten op het werk</b>
<b>Eigen doelen stellen</b>	<b>Een goed inkomen</b>
<b>Bijdragen aan iets waardevols</b>	Eigen invulling/Own answer:

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END OF INTERVIEW GUIDE

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